Unity of Effort

Leadership

Enabling High Performance

Staff Relationships

for Customer/Client Success and Satisfaction

Abstract, Expected Outcomes and Talking Points

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Data-based Decision-making

✦

Concentrating on front line delivery

✦

Unifying toward a shared vision

✦

Positioning relationships in a *Consistent Positive Direction*

✦

Sustaining a climate of interaction for customer/client focused success

✦

Smooth Operating System of support

✦

Accelerating progress

✦

Leadership Consistency

✦

Exercising complete respect in a positive direction

✦

Continuous Improvement

Unity of Effort in a Positive Direction
by T.A.L.K. Associates

Unity of Effort Leadership
Abstract

A leader or leadership team that consistently exercises the core skills, practices and approaches of a 'Unity of Effort in a Positive Direction' framework will:
- Improve meeting or exceeding customer requirements and/or expectations
- Improve internal partnering for the external customer
- Improve organizational communication within and across levels
- Improve organizational cost effectiveness
- Improve organizational unity of effort
- Improve employee growth, development and retention

at the inclusion of everyone, rather than at the expense of anyone.

Unity of Effort Leadership actively involves leaders in the 'Unity of Effort in a Positive Direction' framework. For leaders, learning the framework is the first step.

When everyone knows how to expand the capability for excellence in delivery, a unique organizational phenomenon is taking place: Organizational Relationships, Performance and Morale are:

Concentrated on customer-focused performance and delivery
Unified toward a shared customer-focused vision
Positioned in a Consistent Positive Direction
Sustaining a Climate of Interaction for customer-focused success

Unity of Effort in a Positive Direction is a 'high-performance work' framework which includes the entire organization. It is designed to focus the workplace on bringing its vision to reality, following a series of development sessions, personal assessments and progress visits. It provides a framework that concentrates the organizational energy on supporting front line performance and delivery in a way that frontline employees can be the very best performers so that customers/clients can have the very best product, service and experiences. The framework is designed to unify the entire workforce in as little as three months (including support staff); to increase leadership consistency, to create a 'positive direction environment'; and to advance Relationships, Performance and Morale for customer-focused success. Organizational support employees are parts of what is called the Smooth Operating System or Smooth OpS. The Smooth Operating System expands the capability of the front line to concentrate every day on successfully serving customers. The Smooth Operating System *concentrates* on supporting the performance and delivery of the front line. The processes, techniques and skills are ready for immediate use. Titular leaders are also a part of the Smooth Operating System.

By concentrating their efforts on front line performance and delivery, the Smooth OpS employees are more deliberately connected to 'service to the customer'. By learning the needs of front line delivery in greater depth, they increase their understanding about how to increase the effectiveness of the internal services they deliver. For example, possibilities include:
- Establish ways to be more immediately responsive to front line needs – routine and emergency, innovation and maintenance.
- Help the organization to consistently arrange priorities based on service and product delivery to customers.
- Assist the organization in arriving at cost effective strategies that concentrate on frontline performance and delivery.

Examples such as these require enhanced skills of your employees in ways that will make for the most effective use of organizational resources, while staying well within the boundaries of compliance and cost discipline. They require expanded know-how for actively engaging in support of organizational front line performance and delivery. This requires an operating framework that makes it easy for such skills and approaches to be used.

The Unity of Effort framework enables all of your Smooth OpS employees to concentrate on supporting front line performance and delivery while sustaining the fitness of the organization. The Unity of Effort framework and training is also a continuously improving, teambuilding effort in which leadership support for Smooth OpS employees is inherent. Therefore, e*stablishing Leadership Consistency is the first step.*

Successful outcomes of Unity of Effort learning and development are based on:

1. Establishing and Synchronizing a Direction of Excellence
2. Using Three Core Questions and Positive Direction Communication skills
3. Sustainability Factors which perpetuate a **C**limate of **I**nteraction for customer-focused success:
    a. **C**ommunication and **I**nformation – Talking to each other; sharing knowledge
    b. **C**reativity and **I**nnovation – Allowing new/old ideas to build toward the required reality
    c. **C**onsistency and **I**nclusiveness – Reliable, uniform daily effort and *everyone's* perception that he/she is a valuable participant in the organization's function and success
    d. **C**ollaborative **I**nvolvement – Participating by combining work and ideas; Everyone partnering for success, including collaboration with customers/clients
    e. **C**ontinuous **I**mprovement – Building on the progress that has already occurred; being as good as we are and better than we were; listening to the data.
    f. **C**ooperative **I**nterdependence – Managing, understanding and coordinating the dependence and impact of our actions on one another and being open to listening and learning and to sharing similarities and differences, to sustain success
    g. **C**ultural **I**nfusion – Establishing key practices, interactions and relationships as organizational standards, policies, procedures and/or practices
    h. **C**ost **I**nducement – Streamlining efforts and resources to concentrate most efficiently and effectively on supporting front line performance and delivery in ways that relationships, performance and morale increasingly and inherently contribute to sustaining directions of excellence *and* financial stability.
    i. **C**ustomer **I**nclusion – Connecting the customer experience to frontline delivery *and* outcomes of support services to the frontline.
    j. **C**ritical **I**nputs – In addition to learning the skills and approaches, *using* the skills and approaches increases your capability to accelerate progress. Growth creates more growth; possibilities create more possibilities. It works because you use it.
    k. **C**oncentrated **I**nterventions – Improvement actions, processes or programs that are narrowly focused to correct or adjust organizational, system or individual behaviors. They are conducted in alignment with the skills, approaches and practices of the "Unity of Effort in a Positive Direction" framework. This factor focuses strongly on **assurance** of required/desired human activity rather than prevention.
    l. **C**ycle of **I**nfluence – Leadership Consistency influences workplace Relationships, Performance and Morale (RPM's - Human Activity); workplace RPM's influence Leadership Consistency.
3. Leadership Consistency and the use of Unity of Effort leadership practices
4. The frequency of including the following considerations in program and process initiatives:
    a. Impact on front line performance and delivery
    b. Support required for front line employees to accurately and successfully meet customer requirements and expectations
    c. Support required for Smooth OpS employees to best concentrate on supporting front line performance and delivery
    d. Team Excellence – Effectiveness, efficiency and execution of tasks in the direction of the customer to meet the requirements and expectations of external customers and internal partners
    e. Support required for individual, group and team success, progress and growth
    f. Multilevel leadership consistency and Unity of Effort Leadership Practices

Unity of Effort in a Positive Direction
Expected Outcomes

Unity of Effort skills, practices and frameworks are used immediately:

- To accelerate forward movement and continuous improvement for high performance delivery of products/services
- To increase the frequency of meeting or exceeding customer requirements and expectations
- To get 'Everybody on the Same Page with Excellence on the Same Page' (ESP)
- To accurately establish data-driven goals and objectives in a positive direction.
- To accurately and successfully address the realities of human interaction in the workplace.
- To sustain multilevel open lines of human communication
- That can fit or accommodate all of your new and existing programs and projects with zero extra time, zero extra people and zero extra money.

These are ingredients that accelerate the progress of your organization to increase the frequency of meeting or exceeding customer requirements and expectations:

1. Define success as: meeting or exceeding customer requirements and expectations.
2. Everyone and everything **_concentrate_** on supporting the excellence and delivery of the front line employees in a way that they can have the very best performance so that customers can have the very best products, services and experiences.
3. Set up the entire organization, including leadership consistency and administrative, custodial, maintenance, food service, medical, IT and transportation support, for the convenience of the front line employees to expand their capabilities for accurate and successful delivery of products/services to the external customer.
4. Unify everyone toward a shared vision that says your organization is the best or among the best for meeting or exceeding customer requirements and expectations.
5. Accurately establish data-driven goals, objectives and decision-making at every level.
6. Evaluate outcomes for continuous improvement.
7. The most important interactions that take place at your organization are interactions with customers. Everyone yields to those interactions.
8. Speak of each and every customer with respect (Cultural Respect, Social Respect and Professional Respect), whatever his/her conduct.
9. Use *CONSISTENT POSITIVE DIRECTION*™ to ensure reaching every employee and to accelerate your progress even more – speaking, writing, learning in the direction of the successes, results or outcomes that you desire/require. **Customer Satisfaction is the Organizational Positive Direction**.

When someone asks, "How are you going to accomplish such success?" You say:

"We are concentrating our entire organization on supporting the performance and delivery of our front line employees/teams in a way that they can have the very best performance so that our customers can have the very best products, services and experiences.

"Everyone in our organization is engaged to make this work. All of our internal support groups understand their roles to enhance the capabilities of front line employees for high performance delivery of products/services.

"Everyone is working in the direction of the customer – everyone's excellence focused in one direction."

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Unity of Effort™ in a Positive Direction
Talking Points

1. The Unity of Effort Framework performs four main purposes:
   a. It unifies the organization around a shared vision.
   b. It provides the relationships and the concentration to bring the vision to reality. The vision compared to a mission is like the super bowl compared to an every week football game.
   c. It focuses the entire organization on the external customer/client, in everything that we do.
   d. It speeds up the progress of existing programs.

2. The Unity of Effort Framework CONCENTRATES the entire organization on supporting front line performance and delivery, in a way that our front line employees can have the very best performance, so that customers can have the very best experiences and success.

3. The Unity of Effort Framework can unify the Organization in as little as three months. The key is that everyone will know where to concentrate (front line performance and delivery).

4. Rather than rearrange assignments, Unity of Effort is a framework in which assignments can more easily operate in the direction of the customer/client. By putting the Framework in place, we will more easily identify necessary changes and we will accelerate the progress of existing programs.

5. The Unity of Effort Framework recognizes all employees as the experts at what they do.

6. The Unity of Effort Framework facilitates Internal Partnering for the external customer. It makes it easier for each employee to often ask "How does what I am doing support the performance and delivery of our front line employees."

7. Think of Unity of Effort as having 2 major parts: 1) The front line and 2) everybody else. Everybody else, including the leadership, is called the Smooth Operating System abbreviated as Smooth OpS. The role of Smooth OpS is to concentrate on supporting the performance and delivery of the front line in a way that front line employees can have the very best performance so that customers can have the very best products, services and experiences.

8. THE INITIAL SEQUENCE OF EVENTS:
   a. Conduct leadership orientation.
   b. Prepare leadership to function within the Unity of Effort Framework.
   c. Develop unity toward a shared vision.
   d. Share the Unity of Effort Framework with all employees.
   e. Set up a resource team to function as internal consultants for understanding and operating within the Unity of Effort Framework (optional).
   f. Determine the depth of empowerment in the organization, with the understanding that 'empowerment' means bringing the decision-making closer to the customer/client.

9. Leadership and employees pull everyone in the direction of the customer/client, instead of dividing the direction between the hierarchy and the customer. The leadership initiates that environment and the comfort for that to be an *everyday reality*.

10. Core skills, approaches and practices expand the organization's capacity for excellence in delivery, immediately and often. For example, when a significant organizational decision or change is made, two 'Core Questions' are asked:
    a. How does this impact front line performance and delivery?
    b. What support does the front line need for successful performance and delivery?

11. Leadership practices in a Unity of Effort framework are designed to accelerate progress.

12. The Organizational Unity of Effort framework can be initiated as a pilot anywhere in the organization.

13. Connection to Performance Excellence: Unity of Effort is a 'high performance work' framework within which Performance Excellence criteria can be consistent, especially since it will be easier for everyone to know where to concentrate. The Unity of Effort Framework builds Leadership Consistency in the direction of the customer/client, at every level. It establishes and recognizes employees of the internal support organizations (e.g. HR, IT, Maintenance, Fiscal, Six Sigma interventions) as essential for building the capacity for excellence in front line performance and delivery.

14. Connection to organizational priorities (examples)
    a. Emphasizes customer/client focused delivery as everyone's responsibility.
    b. Leadership Consistency in the Unity of Effort framework involves enabling everyone's best performance. The leader's primary role is supporting the performance and delivery, growth and development of his/her direct reports so that they can best concentrate on supporting front line performance and delivery.
    c. Aligns cost and fiscal priorities in ways that best concentrate on supporting front line performance and delivery.
    d. Inherently keeps lines of communication open and productive within levels and across levels.

Unity of Effort in a Positive Direction
About J. Bert Freeman, Project Leader and T.A.L.K. Associates

T.A.L.K. Associates has provided learning and development sessions, coaching and expert assistance concerning organizational unity, positive direction and workplace respect since 1991 in the DuPont Company, Delaware schools and districts, The YWCA of Delaware, The Delaware Division of Social Services, The Delaware Department of Labor, The U.S. Army Test Center, Aberdeen Md. and more. T.A.L.K. Associates is also a Central Contract Registration Trading Partner. J. Bert Freeman is the founder and lead facilitator. He is a former Delaware Quality Award examiner and also a Distinguished Educator consultant with the State of Delaware Department of Education. He has a Bachelor's Degree in Engineering from the U.S. Naval Academy and a Masters Degree in Human Relations from Golden Gate University. He is also a former Olympian and U.S. National Fencing Champion. In recent years, he has been a guest instructor at Drexel University, Lincoln University, University of Delaware, Elizabeth City State University, Springfield College and North Carolina Central University in Unity of Effort, leadership, Consistent Positive Direction and diversity. Funded by Delaware State Quality Awards, the T.A.L.K. Associates RPM Course and Unity of Effort programs were each selected in 2002 and 2007 for organizational improvement projects by the DE Department of Labor and the DE Department of Services for Children, Youth and Their Families (DSCYF), respectively.

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